

**Graduate Council Minutes
December 10, 2013
12:30 – 2:00 p.m.
Main Campus, Student Union, Room 2582**

Present: Peter Andreana, Brian Ashburner, Ainsworth Bailey, Barbaranne Benjamin, Amanda Bryant-Friedrich, Michael Dowd, Ali Fatemi, Brian Fink, David Giovannucci, Phillip Gribble, Dwight Haase, Susanna Hapgood, Mohamed Samir Hefzy, Margaret Hopkins, Ruth Hottell, Jason Huntley, David Jex, Virginia Keil, Jon Kirchhoff, Barbara Kopp Miller, Anand Kunnathur, Marcia McInerney, Holly Monsos, Douglas Nims, Ron Opp, Nick Piazza, Susan Pocotte, Patricia Relue, Dorothea Sawicki, Barbara Schneider, Aaron Shaw, Diana Shvydka, Snejana Slantcheva-Durst, Cynthia Smas, Susan Sochacki, Pamela Stover, William Taylor, Mark Templin, Gerard Thompson, Viranga Tillekeratne, Jerry Van Hoy, Lois Ventura, Kandace Williams.

Excused: Mary Ellen Edwards, Hans Gottgens, Junghwan Kim, Patricia Komuniecki, Constance Schall, Rebecca Schneider, Deborah Vestal.

Absent: Joseph Dake, Rodney Gabel, Kay Grothaus, Renee Heberle, Randall Ruch.

Guests: Provost Scott Scarborough.

Call to Order, Roll Call, and Approval of Minutes

The meeting was called to order and the roll called. The Minutes of the November 12, 2013 meeting were approved.

Information and Discussion Items

Discussion with Dr. Scott Scarborough, Provost and Executive Vice President for Academic Affairs

Dr. Scott Scarborough, Provost and Executive Vice President for Academic Affairs, summarized the goals, outcomes and revisions of the Main Campus (MC) strategic plan entitled *Imagine 2017*. The current version of the MC strategic plan is now titled *Imagine 2017 (2.0)*. He shared the joys and challenges during his first year as UT Provost and Executive Vice President for Academic Affairs in identifying the common problems faced, proposing solutions to problems, building structure, and positioning people appropriately according to skill sets. The MC strategic plan *Imagine 2017* was written in fall 2012. In January of 2013 the implementation phase began. The first year was devoted to implementing the strategies on a MC-wide level. The current phase of implementation is more focused on the college level strategic planning and organizational functions. The plan, as outlined in the year two timeline, is for Provost Scarborough to meet with one college per month to develop or revise a strategic plan that states points of distinction and key strategies. Each college will have an updated strategic plan that prioritizes the activities lifting each college to higher levels of quality, distinctiveness, and economic sustainability. Additionally, every college will have a clear and compelling marketing message for prospective students and other influencers. The new strategic plan for the Judith Herb College of Education (CE) was shown as the first example. He described how some items were implemented immediately and were well received as well as how UT Marketing developed a presentation of the college to show its distinctiveness. Moving forward into year three (2015), *Imagine 2017* strategies expand to the University level to address what needs to be done to both survive and thrive in this new world. For example, the UT *One World Schoolhouse* model of a hub and spoke design will be implemented in phases. UT's main campus will represent the central hub and we can invent spoke facilities to attach to the hub that can strengthen both. The first phase is UT as a hub with a regional location (Schoolcraft Community College in Livonia, MI) as a spoke.

Pending success of phase one, the second phase would add an international spoke. Provost Scarborough's research agenda requires investigation of various sources to understand what is happening with higher education. In the *Imagine 2017* strategic plan, the Provost highlighted ten problems and solution strategies concerning brand, MOOCs, under-prepared students, faculty, funding, and structure. Funding presents a big problem for higher education across the country—state appropriations are going down while student debt is rising. National student debt has surpassed credit card debt; universities are struggling and the tension can be seen throughout the country. Approximately 10 years from now there will be three types of universities: an elite flagship university—with special privileges and high tuition (somewhat similar to what they are today), a growing number of more focused types of institutions—more online, more for-profits, and more not-for-profits, i.e., Western University. UT needs to compete with the developing universities and will therefore pilot an innovative *One World Schoolhouse* model. The White House, in response to rising loan default rates and increasing tuition, has issued a plan for higher education. Incorporated into that plan is a new rating system to be utilized with colleges and universities, which is similar to a health care system plan. The government will take the rating system and place each university in the top 50% or bottom 50%. Financial aid eligibility and the amount received by each college will be tied into this system (value based purchasing).

A question was raised concerning a UT hiring plan to address the impact of potentially large numbers of faculty retirements in 2015 on research and graduate faculty expertise. Provost Scarborough stated that right now economic models for many institutions of higher education are not sustainable and the situation has worsened in the last five years (*see Graph 4-1: Per student State Appropriations for Higher Education.*) There is the 'sticker price' of what UT charges and the 'reality price' of what is collected. The cash flow that UT receives originates primarily from undergraduate education with less from graduate education.

Although the services of graduate assistants have benefits, the tuition waivers are cash consuming for the university. The model may need rebalancing as some federal grant monies are not as accessible. This will not be done overnight and will require a long term view. Universities that are less research driven do not experience this being an issue.

The question of how to measure distinctiveness was answered by evaluating the measurement of student enrollment as well as other subjective measures. Also, the marketing department will be consulted regarding the drive to correlate UT branding and distinctiveness.

UT continues to hire tenure-track faculty. There are some commitments to donors that require this as well as to meeting standards of accrediting bodies. "*Trends in Instructional Staff Employment Status, 1975 to 2009*" (*Figure 3 chart*) outlines the decline in full-time tenure-track faculty across the country. The more money that is pulled out will place pressure on institutions to decide between instructional faculty and the research teaching faculty. Perhaps the Federal government will outline and support the purpose of funding research or philanthropy efforts may shift to establish more endowed faculty chairs to support the research mission.

Another inquiry was asked about the GA funding for the 2014-15 academic year. Provost Scarborough stated that Dean Komuniecki is meeting with the CFO, Mr. David Morlock, on Thursday, and that hopefully, an answer will be provided quickly. Provost Scarborough also answered a question concerning the desire to pursue experiential training for graduate students and stated that if an economically sustainable model can be found, it will be implemented.

The Provost stated he believes indirect cost allocation and a model based on enrollment is a good idea. Some incentives can be put in place to encourage individuals to change what they do either on the research side or the teaching side. The Provost has signed off on a model to do just that—to rebalance the equation. He will present it to the President.

Program Review is an academic initiative that is done periodically in the spirit of continuous improvement. Economic review is a non-academic review initiated by those trying to balance the budget. What programs require cash subsidy and what programs provide cash subsidy? How much is really gained when closing a program? Not much because many costs are fixed (faculty, buildings); most programs cover variable costs. Mr. Morlock will investigate these issues.

The Provost also discussed the concept of the Professor of Practice topic. He supports this concept since due to economic realities, UT is likely going to have more lecturers and fewer tenure-track professors. Tenured faculty becomes a permanent/fixed cost of the institution, and at this difficult time, UT cannot be locked down with the fixed costs. However, UT should provide a career path to attract and retain faculty for 3-5 year contracts with a presumption of renewal.

In summary, a university faculty position to pursue research, perform service, and teach those who want to learn is still the greatest job in the world. When things get tough, let us get tougher. Change can be unsettling and cause uncertainty. With intellect, passion, tradition, and advantages, UT will adapt. If we are better at adapting than others, we will be in a better place. UT can become truly marvelous with our faculty using the new academic technological advancements.

Executive Reports

Report of the Executive Committee of the Graduate Council

None due to time constraints.

Report of the Graduate Student Association

Mr. Aaron Shaw, President of the Graduate Student Association (GSA), provided a brief report. The GSA Research Awards deadline is February 28th. The application will be online within the next two weeks so please share this information with the graduate students. A total of \$10,000 will be awarded to approximately five graduate students (\$2,000 each) who have submitted a graduate form along with an IRB. The deadline for the Midwest Graduate Research Symposium (MGRS) participant registration is February 28th. The volunteer registration deadline is March 21st.

Report of the Vice Provost for Graduate Affairs and Dean of the College of Graduate Studies

None due to time constraints.

Standing Committee Reports

Report of the Curriculum Committee

On behalf of the Curriculum Committee, Chair Dr. John Plenefisch, reported on Course IITP 6040/8040 which had required further investigation after the last Graduate Council meeting. Dr. Plenefisch conferred with Dean Komuniecki who stated that there is no consistent application across the campus and COGS feels it would be acceptable to approve the cross-listed course as proposed.

Several suggestions were made by the GC to generally discuss the cross-listed courses in curricula in order to develop a plan that maintains quality, allows flexibility for special programmatic needs, and aligns with accreditation. The GCC reviewed and approved the following curriculum:

New Course Proposal:

College	Department	Course Name	Course Number	Course Description
MD	Medical Microbiology and Immunology	Advanced Microbiology	IITP 6040/8040	Student led discussion of recent literature supporting key concepts in microbiology, emphasis on bacteria and viruses. (ALPHA course number has been requested)

Standing Committee Reports

Report of the Constitution and Bylaws Committee

Due to time constraints, Dr. Mark Templin, Committee Chair, asked the GC to read through the changes to the Constitution of the Graduate Faculty, and indicated that voting would occur at the next GC meeting, where a simple majority is needed. He indicated that it would then be sent out to all graduate faculty members who vote, and that this will take some time. Afterward, a vote will occur on the Bylaws of the Graduate Council, which will not be distributed to all graduate faculty.

Report of the Membership Committee

None.

Old Business

None.

New Business

None.

Adjournment

There being no further business, the Council adjourned at 2:10 p.m.